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Approved For Release 2003/05/05 : CIA-RDP80B01676R000700090018-9

64-7486

25 September 1964

MEMORANDUM FOR: Executive Director - Comptroller

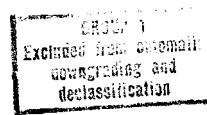
THROUGH : Director of Personnel  
Chief, OBPAM

SUBJECT : Personnel Analyses of ORR, OCR and OCI

1. Attached are staff studies for each of the DD/I Offices cited including for your approval recommendations relating to professional EODs for the balance of fiscal year 1965 and relating to recruitment levels that will provide a professional input sufficient to maintain acceptable on-duty/ceiling ratios. Each of the papers is the result of detailed analysis by the Office concerned and the O/DD/I; we have been able to bring to bear not only precise statistical experience but also the significant judgment of the personnel people with long experience in each Office. These factors give us confidence in our capability to assess our personnel situation and to program a reasonable and valid reduction to new ceilings.

2. Also attached is a set of three graphs for each of the Offices concerned, projecting total, professional and clerical on-duty strengths. The plots reflect an actual level through August, and a projection for each succeeding month which takes into account not only normal attrition but returnees to whom the Office is committed; the plots represent the situation as of the end of the month indicated. A broken line on each graph represents simply a lineal reduction from the on-duty level on 30 June 1964 to the new ceiling authorization on 30 May 1964 and extended to the end of the fiscal year.

3. The difficult part of an exercise such as this is directly related to the long processing time for applicants. While the immediate concern is with on-duty

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strength, the subtleties of the problem lie in the recruitment planning and maintenance of an adequate pipeline, timed to be consistent with anticipated requirements four or more months in the future. A surplus of applicants is obviously a waste of processing effort. An inadequate recruitment effort is every bit as inefficient if the effort is an untoward number of vacancies with resulting increase in overtime and loss of production capability.

4. The attached staff studies relate to professional employees only, since this is where the most difficult problem lies. The numbers game involved becomes even more complicated when one takes into account the variety of professional and academic fields involved. With the clerical work force there is a greater flexibility and more immediate control; adjustment of on-duty levels is correspondingly easier for the Offices.

5. The detailed analyses attached relate to only three of the seven DD/I Offices, those wherein lie the most vexing recruitment vs. attrition problems. NPIC's problem as you know is not one of retrenchment, but one of growth. If accessions support current projections NPIC will be close to full strength by the end of the fiscal year. ONE and OBI are no problem: on 14 September the former was at ceiling; the latter, two under. OO is the only Office which, it appears, will be unable to reach its new level without drastic action, and this entirely in OO/C. [redacted] as the unhappy combination of sizeable ceiling reduction, low turnover rate, specialized work force, and commitment to take [redacted] Career Officer Trainees. Including the [redacted] COTs and [redacted] careerists on rotation [redacted] projects an overage of

[redacted] at the end of June. The surplus will be diminished somewhat by cancelling extended retirements and relocating surplus people elsewhere in the DD/I, although the seniority of the people and specialized nature of the work will limit possibilities of the latter. OO and O/DD/I are making an intensive effort to reduce this overage. The other component of OO, [redacted] on duty on 14 September with a new ceiling authorization of [redacted] Definite losses already identified by name will bring [redacted] by 30 June; other losses categorized as "possible" at this time and planned transfers should put [redacted] within its ceiling in the required time. Maintaining a proper balance in its various activities is important to all Offices, but [redacted] is especially sensitive to it. The Division

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has very little, if any, flexibility in reassigning people internally. Monitors, editors, radio operators, and engineers are simply not interchangeable. It is our concern that a balance be maintained and that gross personnel overages in either OO or [ ] not preclude filling critical specialty vacancies in the Division.

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6. The attached detailed studies comprise an objective assessment of our needs in three Offices that must balance attrition and recruitment. The recommendations are conservative and represent a reasonable solution to the problem of professional EODs while meeting the new lower ceiling requirements.

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Chief,  
Administrative Staff,  
O/DD/I

**Attachments:**

- a. OCR Staff Study
  - b. OCR on-duty strength, professional and clerical
  - c. ORR Staff Study
  - d. ORR on-duty strength, professional and clerical
  - e. OCI Staff Study
  - f. OCI on-duty strength, professional and clerical